

APPENDIX III

COMMUNICATIONS PLAN

MASTER SERVICES AGREEMENT

REGARDING

DIVISION OF FAMILY RESOURCES MODERNIZATION PROJECT

By and Between

THE STATE OF INDIANA,

ACTING ON BEHALF OF

THE FAMILY AND SOCIAL SERVICES ADMINISTRATION,

And

INTERNATIONAL BUSINESS MACHINES CORPORATION

APPENDIX III

COMMUNICATIONS PLAN

Vendor will use primary and secondary methods for communicating with each stakeholder group to provide tailored direct communication. Primary communications include direct face-to-face interaction, in communities across the State, or personalized communications to stakeholders by mail or e-mail. Secondary communications are those delivered through advocacy groups, community organizations, third party service providers, and community leaders.

Of particular importance will be the outreach and communication to the Voluntary Community Assistance Network (V-CAN) that will facilitate the secondary communication streams. These organizations provide a unique vehicle to communicate with populations disadvantaged by language barriers, transportation challenges or other cultural obstacles. V-CAN participants may choose a participation level that fits within their core mission. Some may choose to more effectively serve their constituents by providing access to services such as phone or internet access, while others may choose to participate by acting as a trusted advisor to the Vendor and our shared constituency. V-CAN participants will receive regular communications through newsletters and a website customized for their use.

Vendor will hold outreach meetings in communities throughout the State to inform interested organizations of the opportunity to participate immediately. The meetings will provide another mechanism for face-to-face communication with these important community leaders and advocates.

Pre-Contract Signature Messaging and Activities

During solution design, Vendor worked with selected stakeholders to seek their counsel on how best to improve the eligibility system for their constituent base. These conversations provided the opportunity to share a high level understanding of the driving forces of better service and a more efficient eligibility system. Vendor representatives spoke with leadership from over 30 advocacy groups and associations of community organizations, service providers and local elected officials. Vendor will continue to meet with stakeholders to influence and assist with the implementation of Vendor solution.

V-CAN participants will receive regular communications, throughout the life of the Agreement, to apprise them of the progress of the solution.

Transition Messaging and Activities

Upon the execution of the Agreement, Vendor will initiate concurrent communications with stakeholders, including media outlets.

Communication Methods

Advocacy Groups	<ul style="list-style-type: none">- One-on-one meetings with Vendor representatives for State wide and key advocacy groups- Direct mail and/or e-mail communications with smaller groups- E-mail/mail contact with information suitable for association newsletters
Clients	<ul style="list-style-type: none">- Face-to-face communication with Vendor staff when visiting Local Office- Mail contact (when possible, taking advantage of other FSSA mailings)- Posters/postcards (TBD) in Local Offices
V-CAN	<ul style="list-style-type: none">- Community outreach meetings with Vendor representatives- Bi-monthly on-line newsletters- Tailored web-site
FSSA Retained Employees	<ul style="list-style-type: none">- Face to face communication with direct supervisors- Regular newsletter and/or website communication
Other State Agencies	<ul style="list-style-type: none">- One-on-one meetings with key impacted State agencies
Service Providers	<ul style="list-style-type: none">- One-on-one meetings with Vendor representatives- E-mail/mail contact to reinforce direct communications and/or for smaller service providers
State and Local Government Officials	<ul style="list-style-type: none">- One-on-one meeting with the key State wide legislative and local groups (i.e., Indiana Township Association)- Direct mail for key State and local government officials

Regional Transition/Transformation Targeted Activities

During the Regional transition timeframe, the current model which uses 107 county offices will be transformed using four Regional groupings. Targeted communication will occur by Regional transformation.

Communication Methods

Advocacy Groups	<ul style="list-style-type: none">- One-on-one meetings with Vendor representatives for State wide and key advocacy groups within the Region “going live”- Direct mail and/or e-mail communications with smaller groups- E-mail/mail contact with information suitable for association newsletters- Local meetings open to officials, stakeholders and the public
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Clients	<ul style="list-style-type: none"> - Face-to-face communication with Vendor staff, community assistance network volunteers and staff - Mail contact (when possible, taking advantage of other FSSA mailings) - Direct mail contact to affected Clients - Posters/postcards in Local Offices Direct mail contact to Clients - Local meetings open to officials and stakeholders
V-CAN	<ul style="list-style-type: none"> - One-on-one meetings with Vendor representatives - Local meetings open to officials, stakeholders and the public - Bi-monthly on-line newsletters - Tailored website
FSSA Retained Employees	<ul style="list-style-type: none"> - Face to face communication with direct supervisors - Regular newsletter and/or website communication
Other State Agencies	<ul style="list-style-type: none"> - One-on-one meetings with key impacted State agencies - Local meetings open to officials, stakeholders and the public
Service Providers	<ul style="list-style-type: none"> - One-on-one meetings with Vendor representatives - E-mail/mail contact to reinforce direct communications and/or for smaller service providers - Local meetings open to officials, stakeholders and the public
State and Local Government Officials	<ul style="list-style-type: none"> - One-on-one meetings with Vendor representatives for those communities “going live” - Direct contact with State legislators in each Region “going live” - Local meetings open to officials, stakeholders and the public

Ongoing Communication Efforts

During Steady State, ongoing communication efforts will be as follows:

Communication Methods

Advocacy Groups	<ul style="list-style-type: none"> - Periodic one-on-one meetings with Vendor representatives - E-mail/mail contact with information suitable for association newsletters - Website updates (Stakeholder page)
Clients	<ul style="list-style-type: none"> - Face-to-face communication with Vendor staff and members of the Community Assistance Network - Periodic updates in regular FSSA mailings - Posters/postcards in Local Offices, if desired - Hospitals, mental health facilities, health centers provide targeted information - Website updates (Client page)

V-CAN	<ul style="list-style-type: none"> - Website updates(Community Assistance Network page) - E-mail/mail contact when significant policy/procedure changes occur
FSSA Retained Employees	<ul style="list-style-type: none"> - Face to face communication with direct supervisors - Regular newsletter and/or website communication
Other State Agencies	<ul style="list-style-type: none"> - Direct communication, as needed, based on changes with impact on other agencies - Website updates (Stakeholder page)
Service Providers	<ul style="list-style-type: none"> - Direct communication, as needed, based on changes with impact on service providers - E-mail/mail contact with information suitable for newsletters - Website updates (Stakeholder page)
State and Local Government Officials	<ul style="list-style-type: none"> - Direct communication, as needed, based on community-level activities - Briefings to State legislative staff and committee chairperson's based on direction by FSSA - Website updates (Stakeholder page)

Communication Plan for Transferred Employees

Communication Materials and Tools

- Announcement
 - State of Indiana Communication
 - Vendor Press Release and Day One Communication (as appropriate)
- State Town Hall Meetings
 - Facilitator Packet
 - Schedule of Events
 - Town Hall presentation (backed up to a CD)
- Vendor/State Town Hall Meetings
 - Town Hall Presentation
 - Employer Offer Letters
 - Vendor Newsletter
 - Vendor/Employer at a Glance
 - Employer Benefits at a Glance
 - Day One FAQs
- Benefit Meetings
 - Benefit Presentation
 - Benefit FAQs
 - Payroll FAQs
 - Transition Packet Distribution and Collection

- Transition Packet
 - Employee Data Form
 - I-9 Form
 - Copy of Social Security Card
 - W-4
 - Application
 - Form of Employee Confidential Information Agreement
 - Background Authorization
 - Acceptance of Vendor Dispute Resolution Plan
 - Vendor Employee Guidebook Acknowledgement Form
 - Vendor Code of Ethical Business Conduct Form
 - Non-disclosure, Non-solicitation and Intellectual Property Agreement
 - Acknowledgement of Vendor Workplace Practices
 - Repayment of Debt Form
 - Affirmative Action Survey
 - 8850 Form
 - Beneficiary Designation Form
 - Direct Deposit

Additional Communications

- Transition Website
- Monthly Vendor at a Glance
- Day One FAQs
- Town Hall FAQs(based on questions at Town Hall Meetings)
- Benefit and Payroll FAQs (General)
- Benefit and Payroll FAQs (based on questions at Benefit Meetings)
- 401(k)

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